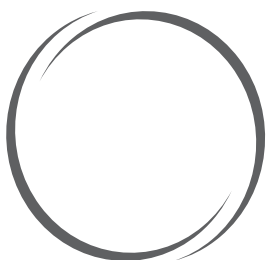




COLLECTIVE
LEADERSHIP
ASSESSMENT™



The Leadership Circle®

See the whole picture and discover a compelling rationale for change

The COLLECTIVE LEADERSHIP ASSESSMENT™ delivers a powerful “litmus” test of your leadership culture. Used for your entire organisation, or just a leadership team, the Collective Leadership Assessment reveals valuable data: It tells you how your people view their current leadership culture, and compares that reality to the optimal culture they desire. The “gap” between data on the current culture and the desired outcome instantly reveals key opportunities for leadership development. Furthermore, the Collective Leadership Assessment measures how your leadership culture compares to that of other organisations.

GET A THOROUGH AND VALID ASSESSMENT OF YOUR TEAM OR ORGANISATIONAL CULTURE

The Collective Leadership Assessment provides an affordable, web based, and user friendly insight into your culture as influenced by *collective leadership*. Results are downloadable for immediate access.

With the Collective Leadership Assessment you can conduct a thorough and valid assessment of the impact that *collective leadership* has on your culture. CLA provides you the ability to choose whether you want to assess organisation culture, business unit culture or team culture.

“Effective, collective leadership is your one competitive and strategic advantage that no one can copy.”

~Dave Schrader, PhD



The Leadership Circle®



THE COLLECTIVE LEADERSHIP ASSESSMENT WORKS SEAMLESSLY WITH THE LEADERSHIP CIRCLE PROFILE 360° ASSESSMENT

The survey uses the same integral framework that makes the Leadership Circle Profile so powerful and effective. The Collective Leadership Assessment builds readiness for change at the group level and the Leadership Circle Profile provides in-depth feedback for individual leadership development. The profile measures both behaviour and the leader's inner operating system that runs that behaviour, and the survey measures the impact of that behaviour on the culture.

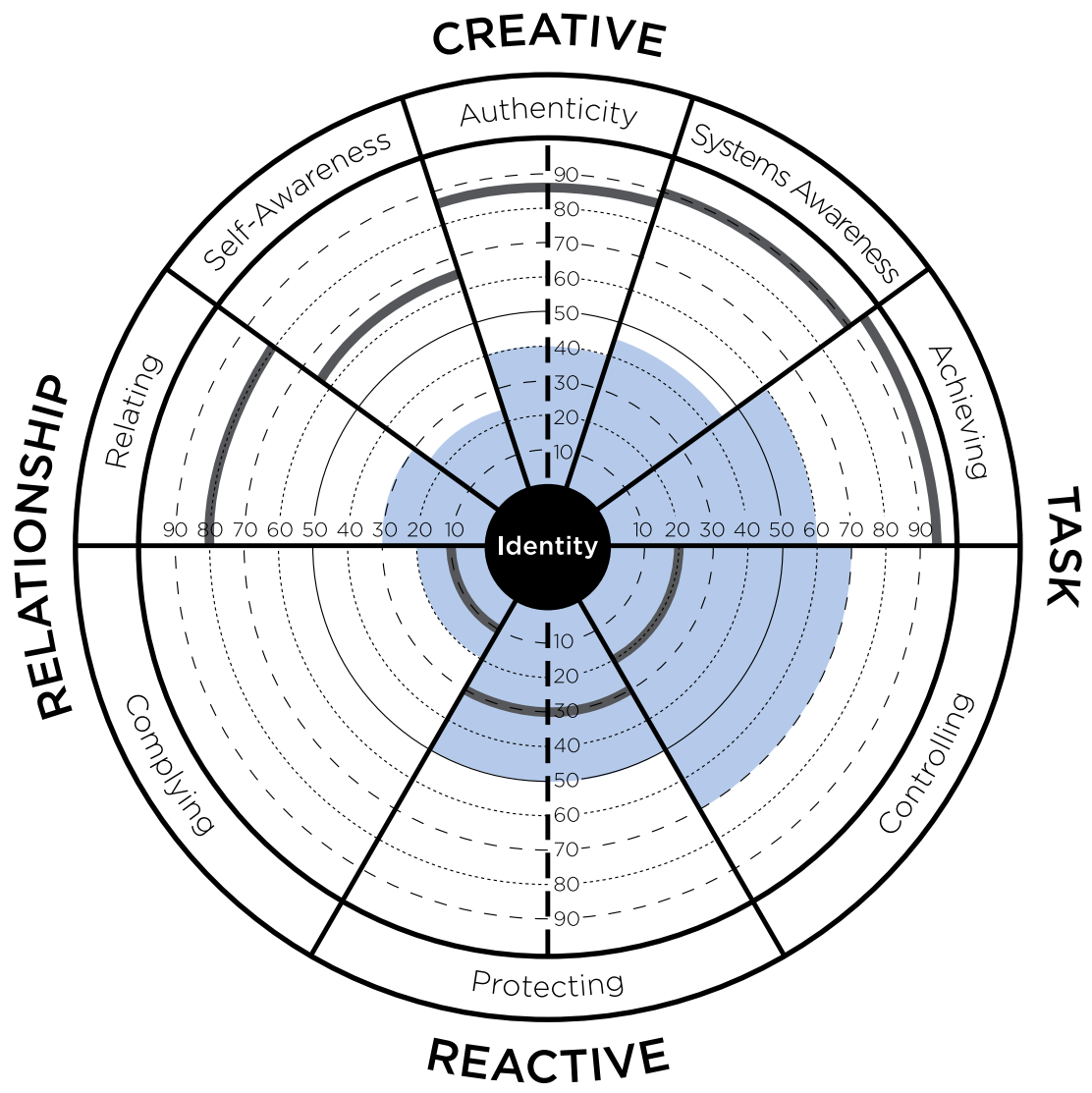
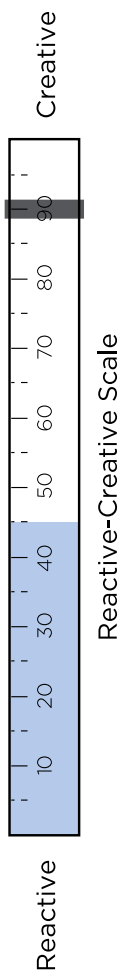
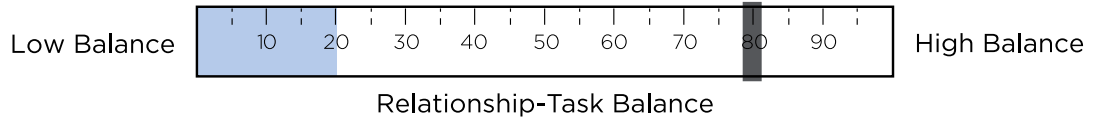
THE COLLECTIVE LEADERSHIP ASSESSMENT™

THE COLLECTIVE LEADERSHIP ASSESSMENT WILL:

- Establish a compelling rationale for change.
- Focus leadership development efforts.
- Delineate cultural challenges associated with acquisitions, mergers, and restructuring plans.
- Correlate leadership to productivity, profits, turnover, and other bottom line metrics.

OVERVIEW AND BENEFITS:

- **Measures the current culture and the desired culture.** Respondents fill out the same 62 questions twice—once for the way things are, and once for the way they want them to be. When results are displayed, the gap between current reality and desired culture is highlighted. This focuses the conversation immediately on those aspects of the culture that most need to be addressed.
- **Measures 31 dimensions of culture.** These 31 dimensions are organised into eight summary dimensions and displayed in the same circular format as the inner circle of the Leadership Circle Profile. The eight dimensions are further summarised into two measures of overall organisational health. Altogether, when you add it all up, the Collective Leadership Assessment provides 31 different dimensions through which to understand your current and desired culture.
- **Taps into an ever-growing norm base** that allows for your organisation to be compared to the total norm base and/or to any industry group(s) that provide for valid comparisons.
- **Break-out reports can easily be produced on every sub-group** in an organisation from the work team to the entire organisation.
- **Is user friendly, administered over the internet,** and results are immediately downloadable. This means that over a lunch break, you can conduct a thorough and valid assessment of your team's leadership style.
- **Data display is vivid, precise, and easy to understand.** It allows for immediate, in-depth understanding of this valuable information.
- **Is completely confidential.**
- **Is accessible for the visually disabled.**



Key

- Desired Culture
- Actual Culture

Percentile Scores:

All scores are displayed as percentile scores comparing your scores to our norm base. High scores are above the 67th percentile. Low scores are below the 33rd percentile.

Dimension Definitions

THE CREATIVE LEADERSHIP COMPETENCIES *assess 20 dimensions of leadership culture. They measure key leadership behaviours and internal assumptions that lead to an organisational culture where fulfillment and achievement are high. These dimensions are summarised into five dimensions:*

The **Relating Dimension** measures the extent to which leaders in your organisation relate to others in a way that brings out the best in people, groups and organisations. It measures how well the leadership culture of the organisation builds quality relationships, fosters teamwork, collaborates, develops people, involves people in decision making and planning, and demonstrates a high level of interpersonal skill.

The **Self-Awareness Dimension** measures leadership's orientation to ongoing professional and personal development, as well as the degree to which inner self-awareness is expressed through high integrity leadership. It is a measure of emotional and interpersonal maturity. It also measures the extent to which the culture encourages the kind of personal/professional development that results in personal mastery.

The **Authenticity Dimension** measures your leaders' capability to relate to others in an authentic, courageous, and high integrity manner. It measures the extent to which their leadership is authentic—not masked by organisational politics, looking good, winning approval, etc. It also measures their ability to take tough stands, bring up the “un-discussables” (risky issues the group avoids discussing), to openly deal with relationship problems, and share personal feelings/vulnerabilities about a situation. Courage in the workplace involves authentically and directly dealing with risky issues in one-to-one and group situations.

The **Systems Awareness Dimension** measures the degree to which your awareness is focused on whole systems improvement and on community welfare (the symbiotic relationship between the long-term welfare of the community and the interests of the organisation).

The **Achieving Dimension** measures the extent to which leaders offer visionary, authentic, and high achievement leadership. It measures the extent to which leaders encourage a focus on achieving end results that are at once purposeful and strategic. It measures the creative use of power and effective decision-making.



THE REACTIVE LEADERSHIP STYLES/TENDENCIES *measure 11 dimensions of leadership culture that are reactive. They measure ways of leading that have strengths associated with them, but also reflect inner beliefs and behaviours that significantly limit effectiveness, authentic expression, and empowering leadership. These dimensions are summarised into three dimensions:*

The **Controlling Dimension** measures the extent to which leaders establish a sense of personal worth through task accomplishment and personal achievement. It measures the extent to which leaders exert too much control, push themselves and others excessively hard, pursue results at the expense of people, and use overly aggressive tactics to get others to do what they want.

The **Protecting Dimension** measures the extent to which leaders act to protect themselves and establish a sense of worth/security by emotionally withdrawing and remaining distant, hidden, aloof, cynical, superior, and/or rational. This stance is often intellectually bright, but overly critical and cold.

The **Complying Dimension** measures the extent to which leaders act in ways that are overly conservative, cautious, and/or polite. It measures the extent to which leaders get a sense of self-worth and security by complying with the expectations of others rather than acting on what they intend and want.

SUMMARY MEASURES

The following measures are intended to bring everything together. They summarise all dimensions of the Collective Leadership Assessment into the following:

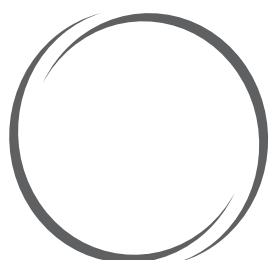
Creative-Reactive Scale reflects the degree of balance between the creative dimensions and the reactive dimensions. The percentile score here gives you a sense of how your leadership culture compares to that of other organisations. It measures the amount of energy your organisation puts into reactive versus creative behaviour. It suggests the degree to which your leadership, relationships and goal-oriented behaviours are coming out of a creative or reactive orientation. It also suggests the degree to which leaders' self-concepts and inner motivations come from within or are determined by external expectations, rules, or conditions.

Task-Relationship Balance measures the degree of balance your organisation shows between the achievement competencies and the relationship competencies. It is a measure of the over, under, or balanced development of either half of the equation (the people half or the task half) that makes for great leadership. Good balance results in high percentile scores.

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